

**City of Calabasas
Library Commission**

LIBRARY PLAN OF SERVICE

Technology Plan

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LIBRARY PLAN OF SERVICE Technology Plan

Executive Summary

The Library's Technology Plan describes how automation applications and technology are integrated throughout the Library Plan of Service. Technology is not an end in itself, but it is an essential component of delivering excellent library service and improved use of technology was highlighted in the Needs Assessment process. This document also identifies major issues to be addressed in the Library building program, quantifies equipment that will be necessary when the building opens and lays the groundwork for further development in the future.

Technology is addressed in Goal 9 of the Plan of Service that states:

Goal 9: The Library will utilize current technology to enhance and deliver service at the best possible level both within and beyond the Library building.

Better use of technology by the library was identified by Library users in surveys that indicated over 70% of them desired improved computer access and more computers. Users and non-users both indicated a need for remote access and the issue emerged in focus groups and the Civic Center Design process as well.

Technology is addressed in the Library's Plan of Service in:

- **Goal 2: Access** in objectives relating to remote access to the library catalog, licensed databases, and patron accounts (2.4.A.), virtual reference service (2.4.B.), and the city cable channel (2.4.C.)
- **Goal 3: Library collections** in objectives addressing periodicals (3.1.C.), collections for the visually impaired (3.1.H.), reference resources (3.2.A. and 3.2.B.). In addition, a state-of-the-art integrated library system (ILS) is critical to provide circulation services, an automated catalog of library holdings, collection control, reports and statistics, patron accounts, interlibrary loan services, and other collection related activities.
- **Goal 4: Cultural role, programming** includes objectives utilizing technology for collection promotion (4.2.A. and 4.2.B.), and statistical analysis (4.3.B.)
- **Goal 5: Reference Service** includes technology in objectives on virtual reference (5.2.B.), service delivery channels (5.2.C.), research and Internet instruction (5.3.A. and 5.3.B.), the library catalog and website (5.3.C.), and evaluation and feedback mechanisms (5.4.B.)

- **Goal 6: Services to K-12 Students** includes technology in service to K-3 students (6.1.D and 6.1.E); in service to students in grades 4-7 in study space design (6.2.A) and technology resources (6.2.C. and 6.2.D), and in service to students in grades 8-12 in the study space and the Homework Center (6.3.A, 6.3.C) in computers for teens (6.3.B), database access (6.3.D) and school links (6.3.E.)
- **Goal 7: Children's Services** includes technology implications in study space design (7.2.A.), resources (7.2.B.), and teen services (7.3.A., 7.3.C., 7.3.D).
- **Goal 8: Adult Services** addresses technology as it applies to access to information beyond local resources (8.1.B.), supporting an informed electorate (8.4.A.), voting (8.4.B.), and the city cable channel (8.4.C.).

Public computer workstations are necessary for accessing a wide range of library and electronic information resources both owned or licensed by the library and accessible via the Internet. The Technology Plan calls for an ample number of workstations for staff functions, public Internet access and popular applications such as word-processing and presentation software, study spaces wired to allow for laptop access to the Library network, document retrieval or delivery and printing. The integrated library system (ILS) needs the capacity to provide remote patron account access, catalog access, the placement of requests, as well as email notification of patrons concerning new materials, overdue notices, and filled requests. Virtual reference services are being explored as a service option and hold promise. The library website enables remote and after hours use of library resources and services.

The following premises are used as the basis of formulating the recommendation in this document:

1. Discussions and recommendations are largely based on technology that is available today or in the near future (several months), despite the fact that the new Calabasas Public Library will not be built for several years.
2. The cost estimates are based on today's costs. Certain costs may be significantly different when the building is built or equipment is purchased.
3. The Library's Plan of Service is expected to be relatively (technologically) "cutting edge" and to have near-latest information technology tools implemented within its system.

The Technology Plan is composed of an Introduction, a discussion of Major Technology Components including: the integrated library system, the local area network, broadband Internet access, the library's website, application software, other equipment, and cable television; the integration of technology into the library Plan of Service; and other requirements including: equipment replacement, maintenance, staffing, and funding considerations.

City of Calabasas Public Library Technology Plan

I. Introduction

The Library's Technology Plan describes how automation applications and technology are integrated throughout the Library Plan of Service. Technology is not an end in itself, but it is an essential component of delivering excellent library service.

The Library's Technology Plan identifies the approach and the requirements for utilizing technology to enhance and deliver all aspects of library service. This document also identifies major issues to be addressed as the Library building program is developed, quantifies equipment that will be necessary when the building opens and lays the groundwork for further development in the future.

Technology is addressed in Goal 9 of the Plan of Service that states:

Goal 9: The Library will utilize current technology to enhance and deliver service at the best possible level both within and beyond the Library building.

Better use of technology by the library was identified by Library users in surveys that indicated over 70% of the desired improved computer access, more computers. Users and non-users both indicated a need for remote access and the issue emerged in focus groups and the Civic Center Design process as well.

Public computer workstations are necessary for accessing a wide range of library and electronic information resources both owned or licensed by the library and accessible via the Internet from all over the world. The Technology Plan calls for an ample number of workstations for purposes including staff functions, public Internet access and popular applications such as word-processing and presentation software, study spaces wired to allow for laptop access to the Library network, document retrieval or delivery and printing. The integrated library system (ILS) needs the capacity to provide remote patron account access, catalog access, the placement of requests, as well as email notification of patrons concerning new materials, overdue notices, and filled requests. Virtual reference services are being explored as a service option and hold promise. Effective use of the library website will enable remote and after use of a wide range of library resources and services.

It needs to be emphasized up front that the following premises are used as the basis of formulating discussions and recommendation in this document:

1. Discussions and recommendations are largely based on technology that is available today or is going to be available in the near future (several months), despite the fact that the new Calabasas Public Library will not be built for several years.

2. The cost estimates are based on today's costs. It needs to be realized that certain costs may be significantly different when the building is built or equipment is purchased.
3. The Library's Plan of Service is expected to be relatively (technologically) "cutting edge" and to have near-latest information technology tools implemented within its system.

II. Major Technology Components

Meeting the goals and objectives within the Library's Plan of Service involves a number of major components. These are discussed in the paragraphs that follow which describe in narrative form what they are and their importance to library services and the new Calabasas Public Library.

A. Integrated Library System

An integrated library system (ILS) is a library application software program – often composed of a group of components or functional modules – that allows for automated operation of a wide range of library service operations. These systems include a number of databases and transactional interactions between them. Basic components are:

- A Patron database that includes information about library cardholders necessary to circulate materials and provide other services. This includes creating individual user accounts (registering borrowers), assigning identifying account numbers (issuing library cards with barcodes) and tracking current user transactions (items borrowed, overdue, requests, fines or fees owed, etc.).
- A Bibliographic database (catalog) which identifies individual bibliographic items (book titles, magazines, videotapes, etc.) in the library collections and describes their authorship, subject matter, format(s), publication date, size and pagination and other descriptive information according to a standardized format. This allows identification of titles, their organization within the collection, and distinguishes similar items from each other (different editions, books with similar or identical titles but different content).
- An item database that identifies specific *copies* of bibliographic titles. (The library may hold ten copies of a Harry Potter book but needs to be able to identify which copy you borrowed.)

- Transactional databases that relate items with borrowers or requested titles with borrowers, for example.

Much of what the library does requires making the information in these databases available to library users and staff and relating the information in each database with information in the others.

Currently the Calabasas Library uses a Follett ILS designed for small libraries with limited collections and user populations. The system has an OPAC (online public access catalog) that can be searched using the Internet and good basic functionality. As the Library's collection and use grows, it is appropriate to consider larger systems with greater functionality. Upgrading library operations to a larger system is recommended as a component of the new library project.

Issue 1: Integrated Library System

Description:

The new library will need to run a state-of-the-art Integrated Library System (ILS) if it is to meet its service objectives. Currently the Calabasas Library uses the Follett system but additional functionality is desirable, and the Library needs to consider migrating to another ILS. Added functions that are appropriate to the Plan of Service could include:

- Acquisitions including electronic ordering and fund accounting
- Significantly enhanced reports capabilities
- Serials control
- Cross platform searching (i.e. integrated OPAC, databases, and Z39.50 searches of cooperating libraries)
- Interlibrary loan
- Self-checkout
- Electronic overdue, reserve fill, and new acquisition notification to patrons
- Enriched content for the OPAC including book jacket illustrations, reviews, tables of contents, etc.

Some of the possible replacements for the Follett system include:

- Epixtech Horizon
- III integrated system (by Innovative Interfaces Inc.)
- SIRSI
- TLC
- Gaylord Polaris

When it is decided that Calabasas Public Library should start looking into replacing the existing Follett software, then a thorough investigation needs to take place before a new system can be selected and implemented.

Recommendation:

1. Thoroughly investigate the functionality (i.e., generate a functional specification) and technical specification of the current (Follett) integrated library system and potential replacements.
2. When it is decided to migrate to another ILS, then devise a plan for the migration and implement it.
3. This process should be completed prior to the construction of the new library so that a new ILS can be implemented as part of the building project.

Cost:

\$200,000 should be allocated for this cost.

B. Local Area Network

A local area network (LAN) provides connections between computers within the library building linking public access computers to the library catalog and electronic collection resources including licensed databases and the Internet, and supporting distributed application software, centralized printing, and the operation of the ILS. The network can include ports enabling users to connect portable computers to the library network for Internet or resource access.

The components of this network include wiring, backbone equipment, server hardware, workstations and peripheral equipment, each of which are discussed below.

Issue 2: Communications Wiring**Description:**

If it is decided that communications wiring is to be installed in the building, then, at the very minimum, composite cabling (fiber optic & copper) needs to be run. More preferable, however, would be pure fiber since that will be the choice of data transfer medium in 5 years from now. It should be run from the telephone room all the way to the desktop. There is little doubt that copper cabling will be basically out (i.e., not being installed) and fiber optic cabling will be very popular in 4-5 years from now.

However, there is another option. Wireless communications software and hardware is currently still in its infancy but may be beyond that point in 4-5 years from now. It may become a feasible option at that point and should be considered.

Recommendation:

As the point of final planning and construction draws near, perform an evaluation for the pros and cons of fiber optic versus wireless.

Cost:

Conservatively speaking, \$350,000 should be allocated for cabling.

Issue 3: Network Backbone Equipment**Description:**

The appropriate fiber optic or wireless multi-layered switch, router, and accompanying firewall needs to be installed on the backend of the network

Recommendation:

As the point of final planning and construction draws near, perform an evaluation of the pros and cons of fiber optic versus wireless switching, routing, and firewall protection.

It is recommended that the following items be purchased for the network backbone.

<u>Item Description</u>	<u>Number</u>	<u>Cost per Unit</u>
Switch	1	\$40,000
Router	1	\$5,000
CSU/DSU	1	\$2,000
Hub	1	\$1,000
Server Rack	2	\$3,000

Cost:

It would be safe to allocate \$52,000 for this equipment.

Issue 4: Server Hardware**Description:**

Servers are dedicated computers that run software applications that support functions that are then networked to client computer workstations or other computer networks. The term generally refers to both the server hardware and the server software that it is running.

There are a minimum number of servers that the library will need to function properly. These include:

- File & Print Server
- Web Server
- Primary Domain Server
- Backup Domain Server
- Applications/Database Servers

Recommendation:

It is safe to assume that the five servers mentioned above will be needed when the new Library building is designed and constructed.

Cost:

Assuming the five servers are needed, \$80,000 should be allocated for this issue.

Issue 5: Work stations / Desktop computers

The Library will require 54 workstations at the time it opens including 17 for staff functions including circulation control, reference service, collection control, interlibrary loan and other library operations. 37 public access workstations will include 6 dedicated to OPAC use, 6 for public use of office suite applications, and 25 dedicated to electronic resource and Internet access. These quantities are derived from analysis of the Plan of Service and the projected number of workstations necessary to implement service goals and objectives.

Description:

Desktop computers can be broken down into the following categories:

OPAC Desktop (patron)
Internet Desktop (patron)
Office Suite Desktop (patron)
Regular Desktop (Staff)

All of these computers shall have LCD flat screen monitors that are rapidly replacing traditional CRT monitors. CRT monitors may not be available for purchase by time equipment is ordered for the new building.

Recommendation:

Based on the number of computers discussed in the Library Plan of Service document, it is recommended that the following be purchased.

Cost:

Description of Item	Number	Cost Per Unit
OPAC Desktop (patron)	6	\$1,500
Internet Desktop (patron)	25	\$1,500
Office Suite Desktop (patron)	6	\$1,700
Regular Desktop (Staff)	17	\$2,000

Estimated total: \$90,700

Issue 6: Peripheral computer equipment

A variety of peripheral equipment is necessary to complete the functionality of the library's internal infrastructure. Some of this equipment will be associated with individual workstations or functions; other pieces will be networked for operational efficiencies and service delivery requirements.

Scanners support reference functions enabling staff and patrons an alternative to photocopying as a means of capturing information from print sources for document and presentation development and delivery and for developing on-line enhancements to the library's virtual reference delivery and web-based information distribution.

Networked printing offers a preferable alternative to attaching printers to individual computer work stations by allowing for higher quality, higher speed printing, control of print jobs, reduced staff time for printer maintenance, paper and print cartridge replacement, etc.

Barcode readers and PDA's support reference and circulation functions, collection control, workflow tracking, inventory control, etc.

The Joint Venture Homework Center will be adjacent to the Library's main computer lab and to teen-dedicated computers. It will include workstations with scanning and CD burning capacity to allow for collaborative production of computer presentations as well as office type applications.

Description:

Miscellaneous hardware such as scanners, barcode readers, printers, and PDAs will need to be purchased for the new library.

See the Cost Section for numbers of each and associated price.

Recommendation:

Purchase the items listed in the Cost Section.

Cost:

<u>Hardware item</u>	<u>Number</u>	<u>Cost per unit</u>
Scanner	2	\$1,800
B&W Laser Printer (Public)	3	\$2,000
B&W Laser Printer (Staff)	3	\$1,000
Color Laser Printer (Public / Staff)	1	\$3,000
PDAs (for Reference & Circ)	6	\$1,500
Mounted Barcode Reader	4	\$1,000

Estimated total: \$23,600.

Issue 7: Network software

This includes the network operating system, network administration software such as firewalls, anti-virus protection, defragmentation software, and similar applications.

Description:

See the Cost Section for numbers of each and associated price.

Recommendation:

Purchase the items listed in the Cost Section.

Cost:

<u>Software item</u>	<u>Number</u>	<u>Cost per unit</u>
Anti-Virus Suite	1 enterprise level	\$ 8,000
Security Suite	1 enterprise level	\$25,000
Maintenance Utilities	1 enterprise level	\$ 5,000

Estimated total cost: \$38,000

Issue 8: Server room**Description:**

The new building must have a separate Server Room to house the servers, switches, router, and computer telephony equipment.

The Server Room needs to have proper flooring, ventilation, climate control, uninterruptible power supplies, and fire protection and should be at least 350 square feet.

The type of flooring one chooses affects the way your cabling plant is distributed as well as how the Air-Conditioning (A/C) is circulated in the Server Room. Raised computer flooring normally consists of 2-foot by 2-foot panels that sit about 6 to 12 inches above a solid concrete floor. The space under these panels can be used for running power and networking cables, and moving A/C throughout the server room. The cabling used in the conduits must have plenum coating (a Teflon-like substance), which will limit the conduction of flame and the production of smoke in these small spaces in case of fire.

Computer equipment works best when it is kept cool and does not experience extreme temperature fluctuations. The normal sine curve of heating and cooling is plus or minus 2 degrees, and 68 to 70 degrees Fahrenheit is a comfortable temperature. The more important setting on your A/C unit is the humidity. It is suggested one set it at 35 to 45 percent.

It is of the utmost importance to protect server-room computer equipment from fire and that a non-water-based NFP-2001 fire retardation system be used.

Uninterruptible Power Supplies (UPS) allow for the servers to operate normally through power-outages, power spikes, and brownouts. This prevents damage to valuable library, administration and other files. Capacity of the UPS needs to be sufficient to handle the critical server and network hardware. The UPS needs to allow for the controlled shut down of the servers and network if the power is out for a sustained period (longer than 15 minutes).

Recommendation:

It is strongly recommended that a separate Server Room be built to securely house necessary computer and telephony equipment to include the following.

1. Raised floor in the Server Room of 6-8 inches.
2. A climate control system.
3. An NFP 2001-based fire retardation system.

4. Wired to implement a UPS sufficient to handle the IT equipment.

Cost:

An approximation would be \$50,000 – \$80,000 for the Server Room to be built.

C. Broadband Internet Access

The library needs a connection to the Internet through an Internet Service provider and a connection with sufficient bandwidth to support the number of workstations in the building and the library's server functions which include the Library Website, remote catalog and patron account access, email exchange, etc. The Library is currently successfully using a DSL connection; the new library will require a higher capacity connection either as part of the City network or on a standalone basis. With the necessary infrastructure installed, this is an operating expense that will be incorporated in the Library's operating budget.

Internet Service	Monthly	Installation
T-1 Frame Relay	\$ 695	\$ 1,599
DS3 ATM 3 MB Internet	\$ 3,174	\$ 2,513
DS3 ATM 5 MB Internet	\$ 3,964	\$ 2,513
DS3 ATM 10 MB Internet	\$ 5,289	\$ 2,513
DS3 ATM 15 MB Internet	\$ 6,794	\$ 2,513
DS3 ATM 20 MB Internet	\$ 8,460	\$ 2,513
DS3 ATM 30 MB Internet	\$ 11,219	\$ 2,513

D. Website

The Calabasas Library currently has an Internet presence through web pages that are part of the City Internet site. This includes both OPAC access and access to licensed databases as well as information about library services, hours, and staff. Library information is managed through servers that are linked to the Internet via the web site. Library staff currently works with City staff to implement the Library's web presence; it is assumed that this responsibility will continue to be shared between City staff and the library's reference and automation staffs. The Library specific servers are included under Issue 4 (above) and the cost of those servers includes both the hardware and the associated software necessary for them to function.

The Joint Venture Agreement calls for extensive links between school and public library websites to facilitate student access to licensed databases, access to on-line homework assignments and curriculum related resources, the easy electronic submission of assignments or collaborative student projects.

E. Application Software

The Library will license and support application software for both staff functions and public use that will include word-processing and spreadsheet programs, presentation software, and other software that are necessary to fulfill the Library's Plan of Service. This software may include Internet and computer tutorials, children's software of various types, Internet browsers, videoconferencing software and non-English language interfaces to the OPAC, databases, and the Internet. Software under license is reviewed annually and upgraded as necessary. Applications are added or subtracted from the list based upon this evaluation and patron service needs.

F. Other Equipment

Other equipment includes a variety of miscellaneous items that can be considered as technology items both because of their function and because many functional requirements are becoming integrated with networked computer applications or seems to be migrating into different delivery modes. For example, photocopying has been a staple of library services since the early 1960s and is likely to remain a necessity in library operations until high speed scanning and printing provide a fully functional alternative to copy machines. Hybrid copy machines / printers exist today and are in use in some libraries.

Building planning needs to recognize that these technological changes are occurring rapidly and thus need to be flexible enough to allow for parallel technological solutions to this type of functional need for a period of time as well as an easy transition to new technological solutions when it becomes cost effective to do so. Since a technology plan updated in 2002 cannot precisely identify the point at which such a transition is either possible or desirable, it is important to identify the need to plan for such transitions not to commit to building designs that will hinder the implementation of such change when the moment arrives.

Equipment identified as necessary to the Plan of Service includes:

- Copiers
- LCD projection equipment
- Teleconferencing equipment
- Televisions

Description:

Miscellaneous hardware such as copiers, LCD projection equipment, teleconferencing equipment, televisions, need to be purchased for the new library.

See the Cost Section for numbers of each and associated price.

Recommendation:

Purchase the items listed in the Cost Section.

Cost:

<u>Hardware item</u>	<u>Number</u>	<u>Cost per unit</u>
Copier	4	\$ 6,000
LCD Projection unit	1	\$ 8,000
Television	2	\$ 1,500
Fax machine	3	\$ 1,000
Teleconferencing equipment	1	\$18,000

Estimated total cost: \$34,500

G. Cable Television

The City of Calabasas maintains a City channel on the local CATV system and has a production staff and facilities that are located in City Hall. Currently the channel carries limited library programming including story hours and live and taped presentation of selected adult programs, and live coverage of library commission meetings. The new library will include cable TV drops for televisions carrying the city channel and drops that will facilitate live coverage and/or taping library programs from within the facility.

An archive collection of tapes of city meetings and programs will be maintained for circulation of viewing within the library.

III. Plan of Service Integration

The Library's Technology Plan describes how automation applications and technology are integrated throughout the Library Plan of Service. Technology is not an end in itself, but it is an essential component of delivering excellent library service.

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Technology is addressed in Goal 9 of the Plan of Service that states:

Goal 9: The Library will utilize current technology to enhance and deliver service at the best possible level both within and beyond the Library building.

Better use of technology by the library was identified by Library users in surveys that indicated over 70% of them desired improved computer access, more computers. Users and non-users both indicated a need for remote access and the issue emerged in focus groups and the Civic Center Design process as well.

Technology is addressed in:

- ***Goal 2: The Library will maximize access to its facilities and services including an accessible service location, public transportation options, a user-oriented service schedule, and remote access to library services and resources*** in Objective 4 relating to remote access to the library catalog, licensed databases, and patron accounts (2.4.A.), virtual reference service (2.4.B.), the city cable channel (2.4.C.)

Objective 4: The Library will explore and utilize technology to provide access to its services and resources from remote locations in the community and during hours when the library is closed.

Action items:

(A) The Library's catalog and licensed databases will be available via the library web site for computer access by library cardholders 24 hours a day, seven days a week by July 1999. Access will include the ability to request materials, review the cardholder's borrowing record, renew books, and pay outstanding overdue fines or fees.

(B) The Library will explore and implement interactive, live on-line reference services on an extended hours basis by March 2002.

(C) The Library will work with the City's CATV to provide access to library programming over the local cable television system and to make archival tapes of public city meetings available to library users on an on-demand basis within the first six months of library operations in the new building.

- ***Goal 3: The Library's collections and resources will support the Library's mission to provide for a well-informed citizenry by meeting individual and community needs in reading, research, and education and to support the cultural, recreational, and educational interests of its citizens*** in objectives addressing periodicals (3.1.C.), collections for the visually-impaired (3.1.H.), reference resources (3.2.A. and 3.2.B.). In addition, a state-of-the-art integrated library system (ILS) is critical to provide circulation services, an automated catalog of library holdings, collection control, reports and statistics, patron accounts, interlibrary loan services, and other collection related activities.

Objective 1: The Library will provide popular materials for people of all ages according to an established collection development policy and annual budget allocations

(A) The library will maintain a core collection of current magazines and newspapers. Back files will be limited, but the periodicals collection will be supplemented by licensing electronic periodicals databases providing full-text access to a significantly larger number of titles and back files. These resources will be available via the Library's web site for remote patron access and use 24 hours a day, seven days a week.

(B) The Library will maintain a collection of large print materials appropriate for senior citizens recreational reading and work with the Braille Institute to provide recorded and other materials for visually impaired patrons.

Objective 2: The Library will provide a core reference collection

(A) The Library will select and maintain a basic reference collection of current print and non-print sources to meet the needs of its patrons.

(B) Additional electronic sources will be provided using licensed databases, electronic publications, and Internet resources accessible both to staff and patrons.

- *Goal 4: The Library will provide services that support its role as a community cultural resource and a popular materials center* includes objectives utilizing technology for collection promotion (4.2.A. and 4.2.B.), and statistical analysis (4.3.B.)

Objective 2: The Library will utilize a variety of approaches to promote the use of its resources.

Action items:

(A) Book lists and bibliographies will be utilized to highlight recent acquisitions and areas of special interest within the collection; these will be made available in a variety of formats, online enhancements to the libraries catalog, and/or the library's web page as well as in print form.

(B) The Library's website and other electronic means (including email notification of the availability of items of

interest to requesting patrons) will be utilized to enhance collection access.

Objective 3: Library policies will enhance patron convenience and facilitate use of the library's collections and resources

Action items:

(A) Evaluation and feedback mechanisms will be utilized to verify user satisfaction with both the collection and services. Information gathered including use statistics, collection turnover, program attendance, interlibrary loan patterns, and patron requests will inform acquisitions decisions, collection development, and policy setting.

- *Goal 5: The Library will perform a Reference Service role, making it easy for library users to get their questions answered or to locate the information they need* includes technology in objectives on virtual reference (5.2.B.), service delivery channels (5.2.C.), research and Internet instruction (5.3.A. and 5.3.B.), the library catalog and website (5.3.C.), and evaluation and feedback mechanisms (5.4.B.)

Objective 2: The Library reference services will extend beyond the resources of the local collections, the library building, and the library building's operating hours.

Action items:

(A) The Library will explore and implement means of delivering live, real-time reference services to its patrons via the Internet beginning in 2002 and continuing.

(B) The Library will implement means of receiving reference requests in person, by mail, by fax, by email, by phone or via the web beginning in 1998 and continuing.

Objective 3: The Library will assist its users in developing the skills and techniques to enhance their own research skills and use of library resources.

Action items:

(A) The Library will cooperate with the schools to introduce students to research techniques including such topics as locating and evaluating information on the Internet, researching reports and term papers, homework resources,

and use of library licensed databases. A cooperative program will be initiated in 2003.

(B) Library programs will include basic and advanced Internet searching and use for library patrons when sufficient workstations become available.

(C) The Library's OPAC and web site will include attractive and easy to use links to the library catalog, licensed databases, a wide variety of useful and reliable Internet sites on frequently requested topics.

Objective 4: Library policies will enhance patron convenience and facilitate use of the library's reference services.

(A) Evaluation and feedback mechanisms will be utilized to verify user satisfaction with both services and available reference resources. Information gathered including the number and type of questions asked and answered, program attendance, reference referral and interlibrary loan patterns, and patron satisfaction will inform decisions about staffing, service delivery modes, resource development, and policy setting.

- ***Goal 6: Services to K-12 Students – The Library will provide a wide range of services, resources, and space designed to meet the service needs of K-12 students living in its service area supported through a Joint Venture Agreement with the Las Virgenes Unified School District*** includes technology in service to K-3 students (6.1.D and 6.1.E); in service to students in grades 4-7 in study space design (6.2.A) and technology resources (6.2.C. and 6.2.D.); and in service to students in grades 8-12 in the study space and the Homework Center (6.3.A., 6.3.C.), in computers for teens (6.3.B.), database access (6.3.D.) and school links (6.3.E.).

Objective 1 – K-3 Students -- to reach every student in the grades K-3, inform them of public library services and programs, issue them library cards, and provide information resources supplementary to school libraries to improve the academic achievement and enjoyment.

Action items:

(A) ***Children's Technology Center*** – Computer workstations will be provided in the children's library with an age-appropriate portal for use by students this age with links to the children's catalog in the library, elementary school library collections, and linked to web-resources pre-selected for early elementary school students.

(B) School web links. The Library web site will provide links to school web sites to provide access for parents and students to information about school assignments; space will also be provided for teachers to post assignments to the public library web site if this service is not supported by the schools in which they teach.

Objective 2 – Grade 4 - 7 Students -- to reach every student in the grades 4-7, inform them of public library services and programs, issue them library cards, and provide information resources supplementary to school libraries to improve the academic achievement and enjoyment.

Action items:

(A) Study space. The library will include study space and reference services to support students after-school homework and research needs.

(B) Technology resources. The library's public computer workstations and licensed databases will offer resources that support students during library service hours and by remote access utilizing home computers.

(C) School web links. The Library web site will provide links to school web sites to provide access for parents and students to information about school assignments; space will also be provided for teachers to post assignments to the public library web site if this service is not supported by the schools in which they teach.

Objective 3: – Services to students in grades 8-12 – To offer library services and resources relevant to the needs of students ages 12 to 18 and thereby assist in providing for teenagers a strong educational foundation for adult life.

Action items:

(A) Provide study space for collaborative and individual work. The need for study space has been discussed above. This will be met in two ways: the provision of study rooms and the joint venture Homework Center [see below.] Study rooms should be wired to provide for laptop computer access to the Library's network or with public access workstations.

(B) Computers dedicated to use by teens. Library staff has experienced a continuous demand from students for computers to

search the Internet, use chat services, check e-mail, and use word-processing, Power Point, and other application software. Approaches that have worked in other libraries, and which we would like to experiment with over time, would include offering mini-classes and tutorials in such applications as web design, graphics, and programming.

(C) Homework Center. The joint venture Homework Center, located in close proximity to the public library's Teen area, will be equipped to support homework activity by students in middle school through high school. It will include a deposit collection of all textbooks in current use in the Las Virgenes Unified School District and will also house short-term reserve collections of materials supporting current assignments designated by teachers from the school district. The room will be adjacent to the library's primary computer lab and will be equipped with scanners, printers, and presentation assembly areas for students working on group projects. In addition there will be a collection of college catalogs and career information housed in the room in support of career planning workshops and individual student planning for post-high school opportunities. The Center will be available all hours that the library is open with staff and volunteer tutor support available after school and on weekends.

(D) On-line database access. The Library will maintain access to on-line databases of periodicals, newspapers, and other resource materials to support student assignments. Links will be maintained with school websites to allow remote access by students to LVUSD licensed databases as well as those provided by the public library.

(E) School web links. The Library web site will provide links to school web sites to provide access for parents and students to information about school assignments; space will also be provided for teachers to post assignments to the public library web site if this service is not supported by the schools in which they teach.

- **Goal 7: Children's Services** *Children's Services – The Library will provide services, resources, and space to encourage early language development, the discovery of books and a love of reading, and an active and effective use of information resources and technology by children of all ages for both recreational and educational purposes* includes technology implications in study space design (7.2.A.), resources (7.2.B.), and teen services (7.3.A, 7.3.C., 7.3.D.).

Objective 2 – School-age children – to reach every student in the local K-12 schools, inform them of public library services and programs,

issue them library cards, and provide information resources supplementary to school libraries to improve the academic achievement and enjoyment.

(A) Study space. The library will include study rooms and reference services to support students' after-school homework and research needs.

(B) Technology resources. The library's public computer workstations and licensed databases will offer resources that support students during library service hours and by remote access utilizing home computers. As noted in the Goal addressing student needs, computers with portals to age-appropriate websites will be located in the children's section of the library while other equipment will be available in the Homework Center for older children and in the Library's Computer lab.

Objective 3: – Young Adult Services – To offer library services and resources relevant to the needs of students ages 12 to 18 and thereby assist in providing for teenagers a strong educational and cultural foundation for adult life.

Action items:

(A) Provide a dedicated space for teens within the library. Create an area of the library for teen use including a collection of materials directed towards teen interests and academic needs, and featuring other materials such as magazines, DVDs, and music. This program was initiated in 2003 with the establishment of the Klein Teen Center / Teen Scene in the existing temporary library facility supported in part by a generous donation from a local family. The Teen Center / Teen Scene will move to the new library with enhanced space and additional resources.

(B) Provide study space for collaborative and individual work. The need for study space has been discussed above and will be addressed through the provision of both small study rooms and a joint venture Homework Center. Space should be wired to provide for laptop computer access to the Library's network or with public access workstations, and scanners, printers, and presentation assembly areas should be offered for students working on group projects.

(C) *Computers dedicated to use by teens.* Library staff has experienced a continuous demand from students for computers to search the Internet, use chat services, check e-mail, and use word-processing, Power Point, and other application software. Approaches that have worked in other libraries, and which we would like to experiment with over time, would include offering mini-classes and tutorials in such applications as web design, graphics, and programming.

- *Goal 8: The Library will provide cultural, recreational, and information resources and services to adults to continue lifelong learning, meet their occupational goals, provide them information to participate in government at all levels and the life of the community* addresses technology as it applies to access to information beyond local resources (8.1.B.), supporting an informed electorate (8.4.A.), voting (8.4.B.), and the city cable channel (8.4.C.).

Objective 1: Provide collection resources sufficient to meet at least 90% of patron requests for library materials and informational requests.

Action items:

(A) Provide functional access to information beyond the local collection through electronic resources, reference services, and interlibrary loan

Objective 4: The public library plays a vital function in insuring a well-informed electorate and wide citizen participation in self-government.

Action items:

(A) The Library will provide access to information about city, regional, state, and federal government through its collection, website, and reference services.

(B) The Library will be designated as a local polling space, including space for early voting beginning with the November 2002 election.

(C) The Library will provide facilities for viewing the local government cable channel and archival tapes of city government meetings.

IV. Other Requirements

The Library's Technology Plan needs to take into account additional requirements that will be reflected in the Library's operating budget and long range planning efforts. These include equipment replacement, maintenance issues, staffing, and funding requirements.

A. Equipment Life Cycle / Replacement

Good technology planning needs to include consideration of the speed with which automation technology becomes obsolete and requires replacement. By the time it is installed, the computer purchased today has been supplanted by a new one with greater speed, capacity, and functionality at a lower cost. Sometimes these differences are dramatic, but usually the improvements are significantly ahead of the point at which the old computer has become insufficient for the purposes for which it was purchased. Many library automation efforts have suffered from a lack of systematic planning (and budgeting) for the regular replacement and upgrading of equipment as a normal cost of doing business.

In general, a budgeted replacement cost equivalent to 20% of the purchase price of the installed automation hardware and software should be sufficient to support a regular replacement process. In years when required expenditures fall below this level, it is recommended that the appropriated funding be added to a sinking fund for future use.

With normal use and maintenance, the following replacement schedule is anticipated for major items included in this plan:

Desktop computers	Replace one-third of the machines annually with intermediate upgrades as appropriate
Servers	Five-year life cycle; staggered replacement
ILS	Seven-year life cycle depending on system upgrades and library needs

B. Maintenance Issues

Automation maintenance includes maintenance contracts on mission critical equipment (such as ILS servers), contract software maintenance on specialized applications (ILS modules) or other applications where a subscription license or a contract providing automatic upgrades is desirable. In addition, provision should be made for items such as keyboards and monitor replacement, printer maintenance, and small peripheral replacement when such an approach is more cost effective than actual repair. Given the size of the library's projected automation installation, a small number of pre-configured workstations should be provided for easy swap out during service hours when maintenance technicians may not be on-site.

These costs and items are currently included in service contracts that the City has with automation vendors and LSSI. These contracts will need to be renegotiated to reflect the increased requirements of the new building or alternate contracts will need to be arranged with other vendors.

Maintenance should be available with a response time that does not negatively impact the Library's Service goals and objectives.

C. Staffing

The Library's technology plan will impact general library staffing requirements by increasing the productivity of staff in providing basic service functions, and facilitating library patron use of the resources and services of the library.

All library staff will be trained to utilize the Library's technology and applications software. Training will be job specific and will be an ongoing part of operational expectations to insure that new staff members are properly oriented and the ongoing staff members have regular refresher training as needed.

Technology also imposes staffing requirements in that it demands sufficient technical resources to keep it current and functioning properly.

The technology identified in this plan should require one full-time IT personnel on site during most hours of library operation, supported by additional technical resources with specialized knowledge (networking, telecommunications, etc.) on an as needed basis. In addition, to the extent to which the plan of service requires technical training, applications training, public training programs, and additional staffing to provide service delivery (e.g. virtual reference services), this will impact the library's staffing requirements. Many of these functions can be provided by contracted service providers (as opposed to permanent employees). This will provide a means of matching the amount of expertise and personnel committed to these activities to the levels necessary for a library this size.

D. Funding considerations

The Calabasas Public Library is participating in the California TeleConnect and federal e-rate programs that provide significant discounts in the cost of telecommunications. The Library is also eligible from time to time to compete for grants to support technology and related services from a variety of state, federal, and private sources. Technology Planning calls for continued pursuit of these opportunities and utilization of them whenever possible.

E. Technology Plan Revision

This Technology Plan will be reviewed and considered annually by the staff and Library Commission in conjunction with budget planning. It will be formally revised as needed, but no less frequently than every three years.

October 22, 2002; Revised February 27, 2003